

**Bethel University MBA Public Information 2023-2024 including concentrations in Finance, Healthcare Administration, Management, and Strategy & Execution**

**Departmental/Program Assessment Report**

**Program Outcomes:**

What should students in your program “look like” upon graduation? What is your timeline for assessment?

<b>Year Assessed</b>	<b>Program Outcome</b>
2023-24	1. Students will integrate leadership theory, scholarship, and practice with developmental self-awareness.
2023-24	2. Students will respond to leadership dilemmas in a manner consistent with Christian ethical principles.
2023-24	3. Students will communicate effectively in a variety of leadership settings.
2023-24	4. Students will prioritize relevant internal and external factors that affect business decision-making.
2023-24	5. Students will create evidence-based solutions to business challenges and opportunities.
2023-24	6. Students will analyze the complex relationship between local business conditions and the global commercial environment.
2023-24	7. Students will apply effective leadership and collaboration strategies to virtual and culturally diverse environments.
2023-24	8a. (Management) Students will evaluate operational efficiency through an analysis of internal data.
2023-24	8b. (Finance) Students will make effective business decisions informed by a synthesis of financial data.
2023-24	8c. (Healthcare Administration) Students will apply administration techniques that support operational effectiveness and efficiency in the healthcare setting.
2023-24	8d. (Strategy & Execution) Students will adapt business strategies to account for international and cultural differences.

Did your department make any changes to your program outcomes? Yes

**No**

If yes, describe the changes you made and why you made them.

**Program Curriculum Map**

Include Your Department's Curriculum Map (Map of outcomes to courses in the major). Cut and paste it, attach, or transfer to format below.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8a (Mgmt)	PO 8b (Fin)	PO 8c (HltAd)	PO 8d (StrExe)
<b>LEAD611</b>	A	X	X								
<b>LEAD641</b>	X	X	A								
<b>LEAD651</b>	A	A									
<b>LEAD661</b>	X	A	X								
<b>LEAD671</b>	X	X	A								
<b>SLDR615/ BUSN665</b>	X		X	X			X	X			
<b>ECON635</b>		X		X	A	X	X	X	X		X
<b>HCAM600</b>		X		X	X					X	
<b>HCAM605</b>		X		X	X			X		A	
<b>HCAM610</b>		X	X	X	X					X	
<b>HCAM615</b>		X		X	X					A	

<b>BUSN641</b>	X	X		X	X	X					A
<b>BUSN642</b>		X	X	X	X	X					A
<b>BUSN643</b>	X	X			X		X				X
<b>BUSN615</b>		X	X	A	X		A				
<b>BUSN625</b>		X		X			X	A	A		
<b>BUSN626</b>		X		X	X		X		A		
<b>BUSN627</b>		X		X	X	X	X		X		
<b>BUSN628</b>		X		X	X	X			X		
<b>BUSN645</b>		X		A	X	A	A				
<b>BUSN660</b>	X	X	X	X	X			A			
<b>BUSN680</b>		X		A	A	A	A	X			
<b>LEAD795</b>											

Optional Marking Systems: X = program outcome addressed in course; F=Formative/S=Summative; I = Introduced E = Emphasized R = Revisited M = Measured

### Evaluation of Results:

Evaluate the assessment results. How are your students doing on each of the outcomes? What are the strengths and weaknesses that have been revealed by the assessment data?

As we look at the larger picture, Bethel MBA students are performing incredibly well and even outperforming ACBSP national averages. Bethel MBA professionals consistently outperform other US ACBSP schools in meeting 16 business outcomes. Bethel MBA professionals outpace other US ACBSP schools by 10% in the 16 areas of business assessed. Bethel MBAs are at 71% while the averages of US ACBSP schools are at 61%, proving the exceptional performance of Bethel MBA graduates.

Overall Peregrine data reveals our MBA students outperformed within the total assessment of 16 key areas of business skill in our region with ACBSP. These skills include accounting, business communication, business ethics, business finance, business integration and strategic management, business leadership, economics, macroeconomics, microeconomics, global dimensions of business, management, human resource management, operations/production management: organizational behavior, marketing, and quantitative research techniques and statistics. The fact that we are outperforming other schools in these key areas of business is a competitive advantage for our MBA. Bethel MBA students are outperforming the regional averages by 6-13% in every category. Averaged out, Bethel MBA's outperform all other ACBSP US schools by 10%.

In our MBA Exit Survey, 34 students qualitatively reported that program outcomes were met anywhere between 4.22 to 4.47 out of a total score of 5. One of the main outcomes our students desire out of their Bethel MBA is career advancement. Sixty-eight percent of our students reported they earned a promotion while in the program, and 32% expressed their manager said they would be promoted upon graduation. Again, this creates a significant competitive advantage for Bethel's MBA since most students come into the MBA looking for career advancement.

Program Outcome	Measures	Benchmarks (if applicable)	Results	Actions Taken
1. Students will integrate leadership theory, scholarship, and practice with developmental self-awareness.	a) LEAD611 Final Paper (Week 6)	a)90% of students should score 84% or better	100%	90% scored 84% or better
	b) LEAD651 Personal Leadership Philosophy Presentation (Week 2)	b)90% of students should score 84% or better	100%	91% scored 84% or better
2. Students will respond to leadership dilemmas in a manner consistent with Christian ethical principles.	a) LEAD661 Integrative Data Ethics Assignment (Week 6)	a)90% of students should score 84% or better	100%	100% scored 84% or better
			96%	86% scored 84% or better

	<p>b) LEAD651 Talent Development Plan Paper (Week 5)</p> <p>c) Peregrine Outbound Exam - Business Ethics Section</p>	<p>b) 90% of students should score 84% or better</p> <p>c) Aggregate student score will be 57% or better</p>	100%	Aggregate score was 72% compared to 63% with the ACBSP Great Lakes Region
3. Students will communicate effectively in a variety of leadership settings.	<p>a) LEAD671 Persuasive Speech: Presentation (Week 4)</p> <p>b) LEAD671 Analysis: Communication Style (Week 6)</p> <p>c) LEAD641 Symbolic Analysis Presentation (Week 4)</p>	<p>a) 90% of students should score 84% or better</p> <p>b) 90% of students should score 84% or better</p> <p>c) 90% of students should score 84% or better</p>	<p>NA</p> <p>100%</p> <p>100%</p>	<p>This data will be captured in 2025 due to a coding error</p> <p>98% scored 84% or better</p> <p>92% scored 84% or better</p>
4. Students will prioritize relevant internal and external factors that affect business decision-making.	<p>a) BUSN680 Final Business Strategy Project (Week 6)</p> <p>b) BUSN615 Final Project (Week 6)</p> <p>c) BUSN645 Analysis of Marketing Function (Week 2)</p>	<p>a) 90% of students should score 84% or better</p> <p>b) 90% of students should score 84% or better</p> <p>c) 90% of students should score 84% or better</p>	<p>100%</p> <p>62%</p> <p>100%</p>	<p>97% scored 84% or better</p> <p>56% scored 84% or better</p> <p>100% scored 84% or better</p>
5. Students will create evidence-based solutions to business challenges and opportunities.	<p>a) ECON635 Case Analysis Paper (Week 5)</p>	<p>a) 90% of students should score 84% or better</p>	<p>100%</p> <p>100%</p>	<p>100% scored 84 or better</p> <p>100% scored 84% or better</p>

	b) BUSN680 Strategy Execution Paper (Week 5)	b) 90% of students should score 84% or better		
6. Students will analyze the complex relationship between local business conditions and the global commercial environment.	a) BUSN680 Strategy Execution Paper (Week 5)	a) 90% of students should score 84% or better	100%	100% scored 84% or better
	b) BUSN645 Personal Reflection (Week 6)	b) 90% of students should score 84% or better	100%	100% scored 84% or better
7. Students will apply effective leadership and collaboration strategies to virtual and culturally diverse environments.	a) Peregrine Outbound Exam – Global Dimension of Business section	a) Aggregate student score will be 57% or better	100%	Aggregate score was 70% compared to 56% for the Great Lakes Region
	b) BUSN615 Final Project (Week 6)	b) 90% of students should score 84% or better	62%	56% scored 84% or better
	c) BUSN680 Final Business Strategy Project (Week 6)	c) 90% of students should score 84% or better	100%	97% scored 84% or better
	d) BUSN645 Promotion Analysis Assignment (Week 3)	d) 90% of students should score 84% or better	100%	This data will be captured in 2025 due to a coding error
8.a. (Management) Students will evaluate operational efficiency through an analysis of internal data.	a) BUSN660 Week 6 Individual Paper (Course Project) (Week 6)	a)90% of students should score 84% or better	100%	100% scored 84% or better
	b) Peregrine Outbound Exam – Total Aggregate Score	b) Aggregate student score will be 57% or better	100%	Aggregate score was 71% compared with 59% for the Great Lakes Region

	c) BUSN625 Final Case Study (Week 6)	c) 90% of students should score 84% or better	100%	90% scored 84% or better
8.b. (Finance) Students will make effective business decisions informed by a synthesis of financial data.	a) BUSN625 Final Case Study (Week 6)	a) 90% of students should score 84% or better	100%	90% scored 84% or better
	b) BUSN626 Diversity and its Cost to an Organization (Week 6)	b) 90% of students should score 84% or better	100%	100% scored 100% or better
	c) Peregrine Outbound Exam – Finance section	c) Aggregate student score will be 57% or better	100%	Aggregate score was 66% compared with 55% for the Great Lakes Region
8.c. (Healthcare Administration) Students will apply administration techniques that support operational effectiveness and efficiency in the healthcare setting.	a) HCAM605 Final Paper (Week 6)	a) 90% of students should score 84% or better	100%	100% scored 84% or better
	b) HCAM615 Business Plan (Week 6)	b) 90% of students should score 84% or better	100%	100% scored 84% or better
8.d. (Strategy & Execution) Students will adapt business strategies to account for international and cultural differences.	a) BUSN641 Integrative Final Paper (Week 6)	a) 90% of students should score 84% or better	100%	100% scored 84% or better
	b) BUSN642 Integrative Idea Presentation (Week 6)	b) 90% of students should score 84% or better	100%	100% scored 84% or better
	c) Peregrine Outbound Exam – Business Integration and Strategic Management section	c) Aggregate student score will be 57% or better	100%	Aggregate was 74% compared with 61% for the Great Lakes Region

For outcomes and measures that have remained consistent, what trends are you noticing year to year? (e.g., compare results column from last couple years with current year)?

Bethel MBA professionals consistently outperform other US ACBSP schools in meeting 16 business outcomes. Bethel MBA professionals outpace other US ACBSP schools by 10% in the 16 areas of business assessed. Bethel MBAs are at 71% while the averages of US ACBSP schools are at 61%, proving the exceptional performance of Bethel MBA graduates.

**Department Discussions about Student Learning:**

In this academic year, the department has taken time to discuss student learning (e.g., assessment data, how students perform on critical assignments, or the quality of student writing):

Never            annually            **once a term**            once a month    more frequently

What have been some of the main revelations from these discussions?

Our desire is to learn from assessment data, Peregrine data, and student input. We continue adjusting the curriculum and making program adjustments to respond to these inputs. We took ten courses to the next level due to this input, with specific attention to global leadership and finance, thus enhancing our outcomes in each area. We strive to integrate AI into our curriculum while we hold to the value of developing the critical thinking of our professionals.

**Improvements seen from previous implemented actions:**

If you have made curricular or program changes in the past based on assessment results, what impact have you seen due to these changes?

As mentioned above, changes to our accounting course have proven to be helpful to students. We are also making some changes and updates to our finance course and our operations course.

**Comments:**

We updated ten courses during the 2023-2024 year in response to assessment data, peregrine data, and student input.

Specific comments related to the 2023-2024 program year are as follows:

The data reveals 100% for both assessments for PO #1, over 2023 which came in at 100% and 94%. Therefore, PO #1 shows a positive increase overall.

The data shows 96% for the assessment for PO #2b (versus 100% for 2023) yet three assignment scores were close to the 84 mark, at 80-83. Therefore, the data is close to the 100% mark from 2023.

PO #3 remains 100% except that assessment a was not collected due to a coding error.

Assessment b for PO #4 reveals a drop to 64% versus 100% in 2023, while the other two assessments remain at 100%. This is attributed to a new accounting professor who was not a good fit. Peregrine assessment data reveals Bethel MBAs across US ACBSP schools outperform in the area of accounting at 63% versus 59% for the US average. Therefore, it is suggested to review this data again in 2025. Many positive changes were made to accounting curriculum in 2023-2024 and now with the introduction of a new accounting instructor, we will observe the impact of both the new instructor and curriculum updates in 2024-2025.



Data reveals PO #5 and #6 show a consistent 100% in 2024 as well as 2023.

Data for PO # 7 shows an increase in assessment a, which is the global dimensions of business (from 96% in 2023). The program increased training in global leadership in order to increase this assessment percentage. Assessment b data reveals a drop to 64% and was discussed above in PO #4. The other two assessments show a consistent 100%, similar to 2023.

All management concentration assessments reveal a consistent 100%, similar to 2023. In fact, all concentration assessments came in at 100% in 2024. The Peregrine Assessment score for finance (concentration) increased from 98% in 2023 to 100% in 2024. The healthcare concentration assessment a increased to 100% in 2024 from 96% in 2023. Assessment a for the strategy and execution concentration rose to 100% in 2024 from 85% in 2023. Action plans developed with faculty in 2023 worked to bring up each of these assessment scores so that all concentrations scores are now at 100%. It is important that as MBAs complete their degree and focus on their area of concentration, that they are at this high level of performance.

Thank you to our faculty, staff and students for supporting us in these excellent results which speak highly of earning an MBA from Bethel University!

Dr. Jeanine Parolini

### **Graduation and Retention Information**

#### **MBA: Percentage of students that graduate within 3 years**

Started in 17-18: 57.8% (37 out of 64)

Started in 18-19: 65.3% (32 out of 49)

Started in 19-20: 44.4% (16 out of 36)

Started in 20-21: 72.1% (31 out of 43); students entering spring 2021 have not had time to fully complete

#### **MBA: Two-year retention rate for MBA**

Started in 17-18: (returned 18-19) 71.9% (46 out of 64); (returned 19-20) 65.6% (42 out of 64)

Started in 18-19: (returned 19-20) 73.5% (36 out of 49); (returned 20-21) 71.4% (35 out of 49)

Started in 19-20: (returned 20-21) 66.7% (24 out of 36); (returned 21-22) 58.3% (21 out of 36)

Started in 20-21: (returned 21-22) 86.0% (37 out of 43); (returned 22-23) 86.0% (37 out of 43)